

BUDGET CODE TRAINING PROGRAM FINAL REPORT

Introduction

The passage of a Budget Code by the Government of Ukraine in July of 2001 established the legal grounds for intergovernmental fiscal reform and fiscal decentralization. Among the many improvements, the funding of local governments underwent a fundamental change in philosophy and approach. No longer were local governments to be financed according to the supply of public sector facilities at their disposal. Instead, financing was to be provided on the basis of the number of consumers of public services and measurements of their particular needs for services. The policy instrument employed to implement this new approach to funding was a formula-based transfer system. Under this formula approach, transfers are made to, or extracted from, each of the 686 local governments in Ukraine, thereby, for the first time, making the budgeting process more transparent and objective, and resulting in stable and predictable local budgets.

USAID strongly supported the drafting of the Budget Code and actively promoted these proposed improvements. These improvements, however, required budget and finance officials at all levels of government to understand the Budget Code and to be able to use more innovative approaches and analytical methods in its application. Therefore, a large-scale retraining of these officials at the oblast, raion and city levels became a necessity.

As requested by the Ministry of Finance (MFU) and USAID, since October 2001, Development Alternatives, Inc. (DAI), under the Support for Economic and Fiscal Reform (SEFR) project, has implemented the Budget Code Training Program (BCTP) to provide the capability to the local finance officials to execute the new requirements in the Budget Code. This training program was guided by several general principles: (1) to continue to support intergovernmental budget and fiscal reform; (2) to develop sustainable staff and training capacities; and (3) to facilitate a participatory process by which Ukrainian stakeholders work towards a common vision and commitment to economic policy reform.

More specifically, the goals of the BCTP were to ensure that: 1) as many finance officials as possible were trained, within the BCTP budget constraints, from various levels of government and 2) the trainees understood and could properly implement the major provisions of the Budget Code of Ukraine, particularly in budget formulation and execution; 3) they learned more innovative approaches and analytical skills; and 4) they implemented more effective and efficient budgets to provide improved services to their communities.

Implementation of the Budget Code Training Program

Selection of Trainers

The Ministry of Finance and USAID wanted the training to begin as quickly as possible. Therefore, as a result of a competitive procurement, the Gestalt Consulting Group was chosen to assist in the selection of trainers and in the development of the first module, as well as to train (in adult education methodology) the selected trainers in the first Training of Trainers (TOT) session. To develop sustainable staff and training capacities, it was determined that approximately 60 Ukrainian trainers would be needed, with half chosen from the ranks of professional trainers, preferably with a background in finance and/or budget, and half from the oblast finance

departments. Gestalt then e-mailed announcements of the openings for methodology trainers to a variety of groups, including business support centers, associations, training companies, etc. Then, after a pre-selection process, four teams traveled to four different geographic areas of Ukraine to interview and select the thirty BCTP methodology trainers (plus a few reserve trainers). In addition, the team, which included a representative from Gestalt, the BCTP and the respective oblast finance department, interviewed the individuals from the finance departments that had been chosen as technical experts.

The Ministry of Finance chose the finance (technical) experts, most of whom were Heads of the Budget Divisions of the Oblast Finance Departments. The finance expert and the professional trainer from each oblast were then trained as a team, and together they led all the regional training sessions in their oblast after each TOT. It also should be noted that the Ministry of Finance chose the Coordinators from each oblast that were to be responsible for administering the Budget Code training sessions in each oblast. Most of the Oblast Coordinators were Deputy Heads of the Oblast Finance Departments.

To expand the impact of the Budget Code Training Program, for the last two modules, the BCTP Advisor invited others to be trained who were already budget/finance experts and/or trainers. Included were four trainers from the USAID-funded U.S.-Ukraine Community Partnerships Program for Local Government Training and Education, four professors from the major campuses of the Ukrainian Academy for Public Administration and the Director of the Municipal Management Center.

Selection of Module Topics

The SEFR and BCTP staff developed a needs assessment questionnaire that was administered to 600 local budget officials. On the basis of the results, which were also in line with the BCTP goals, and in consultation with the Ministry of Finance, the staff determined that three modules would be developed: *Introduction to the Budget Code of Ukraine*, *Local Budget Formulation According to the Budget Code of Ukraine*, and *Local Budget Execution According to the Budget Code of Ukraine*. The assessment and discussions with the Budget Department of the Ministry also ensured that the modules would include the major provisions of the Budget Code in which officials lacked training.

In addition, throughout the BCTP, the development of the manuals and supporting materials for each module were influenced by recommendations from the Ministry, the State Treasury, module work groups, the Oblast Coordinators, the trainers and trainees, as well as from other organizations such as the World Bank and USAID.

Development of the Manuals

Each module was taught from a manual and supporting materials. The manual was developed by Serhiy Melnyk, a member of the BCTP who had been a Deputy Mayor and Head of the Finance Department in Khmelnytsky, an oblast significant city, with the assistance of staff from the Fiscal Analysis Office (FAO) and the SEFR project. In addition, for each module, a work group of finance officials from the city and oblast levels, the State Treasury, the Ministry of Finance and the Union of Leaders of Local and Regional Governments of Ukraine helped develop case studies and other materials, including draft regulations and instructions, for the manuals. The Head of the Budget Department and Head of the Territorial Budgets Division in the Ministry of Finance were also frequently consulted, and they reviewed chapters that were particularly significant. Given the importance of the Treasury servicing of local budgets, as discussed in the third module, the

Head and staff of the Methodology of Budget Execution, Accounting and Reporting Division of the State Treasury were also involved in the drafting of the manual. Further advice and materials were provided by George Guess, Senior Public Administration Specialist with DAI, the French Ministry of Economy, Finance and Industry and the U.S. Treasury's staff with the Office of Technical Assistance.

Several working sessions with the lead methodology trainers and the BCTP staff were also held to incorporate the recommendations from the previous trainees, to improve the practical exercises and training methodology, and to finalize the key topics for the Training of Trainers sessions.

Consultations with other USAID implementing partners, especially the Research Triangle Institute, LARGIS (a project of the Dept. of International Development of the United Kingdom) and the World Bank also led to a detailed section on public procurement and one on evaluation of the fiscal condition of a local budget.

Each manual consisted of: the training schedule, the schematic structure, sections on the most important provisions of the Budget Code, including forms and instructions from the Ministry of Finance (or draft forms and instructions from the Work Group), an annex, practical exercises and tests, a glossary, endnotes, a bibliography and copies of the transparencies used during the training. In addition, to ensure that an adult education methodology was followed throughout the training, there was a section for the trainers with methodological recommendations, or, in the case of Module #3, a separate Trainer's Guide.

One of the goals was to encourage the trainees to use more innovative approaches and to help develop their analytical skills. Therefore, the manuals also included many appropriate practical exercises, pre- and post-tests, etc. which were often done as teams. There was also an emphasis on modern budget practices and new concepts such as capital improvement budgets, evaluation of a city's fiscal condition, performance indicators, program budgeting, analysis of budget requests, forecasting, and so on.

Once the draft manual was completed, it was first reviewed by key Ukrainian staff in the Budget Reform Team and the Fiscal Analysis Office of SEFR and modified according to their recommendations. In the case of the manual for *Local Budget Execution*, it was also reviewed by the Ministry of Finance and thirteen heads of oblast finance departments. The final draft was then translated for review by Steve Leeds, Budget Reform Advisor, Wayne Thirsk, FAO's Budget Reform Advisor and Judy Hansen, the Budget Code Training Advisor. The Advisor incorporated all the edits and additions and these were then translated and added to the Ukrainian version. Lastly, the Ukrainian version was given a final review by Serhiy, and the English version was finalized and proofed by Judy. Development of the manuals took from five weeks (*Introduction...* at 122 pages) to fifteen weeks (*Local Budget Execution...* at 278 pages). For Modules #1 and #3, 3,600 copies of each manual were published, and 4,000 were done for Module #2.

These manuals, with the transparencies and other handouts, served as the manuals for the Training of Trainers sessions. During these sessions, notes about needed improvements were made by the trainers and the BCTP staff, and the trainees also included recommendations on their evaluation forms. All the recommendations were reviewed and appropriate changes were made to the final version of the manuals – both in Ukrainian and in English. These manuals were proofed once more before publication for the training in the regions (Ukrainian version) and distribution to interested parties (English version).

Training of the Trainers

The selected trainers were first trained by Ukrainians who were professional trainers (through the Gestalt Consulting Group), BCTP and FAO staff and staff from the Ministry's Territorial Budgets Division. The focus of the TOT training was not only on an understanding of the technical aspects of the Budget Code as discussed in the manuals, but on proper application of an adult education methodology. The training was held over a two and one-half day period, and was monitored by BCTP staff. Each trainee also submitted an evaluation form at the end of the TOT, which was used to improve future TOT sessions and the draft manual, as well as to evaluate the trainers.

Based on these evaluations, several changes were made, including: retention of some trainers and replacement of others, a more extensive Trainer's Guide, more practical exercises, improvements to the manuals and a more realistic schedule.

Prior to the TOT in the second module, a press conference was held to summarize Module #1's achievements and to kick-off the training in the second module. Attending were Mr. Miarkovskyi, Head of the Budget Department and Deputy State Secretary for the Ministry of Finance, as well as SEFR and USAID staff. Mr. Miarkovskyi stressed the importance of the Budget Code Training Program, the Ministry's strong support and the very positive feedback the Ministry was receiving from the finance officials in the regions about the quality and usefulness of the training. The press conference resulted in media coverage in six newspapers and one radio program.

For the next press conference, the BCTP staff worked with the Director and staff of the NGO CURE/National Press Club of Reform to plan and implement it. This press conference was also held immediately before the TOT sessions in Module #3 at which SEFR's Chief of Party, USAID, Ministry and oblast finance department representatives attended. The goals of the BCTP and Module #3 were reviewed, as well as the accomplishments thus far. Ms. Shcherbyna, Head of the Territorial Budgets Division, and Ms. Dieyeva, Head of the Dnipropetrovsk Oblast Finance Department, stressed how the BCTP had helped improve the local budgets and their subsequent rapid approval by the Ministry, and the need for additional BCTP training at the level below the raions. In addition, Ms. Dieyeva asked the Ministry to adopt Instructions on the basis of the draft ones in the BCTP manuals. As reported by CURE, eighteen journalists and representatives of two television channels participated, resulting in several TV and radio broadcasts and articles in seven newspapers.

Training in the Oblasts, Kyiv and Sevastopol

Approximately two weeks after TOT, when the manual, including the transparencies and handouts, were modified, published and distributed, the training in each oblast began. The Oblast Coordinators organized the training sessions, the number of which varied from two to six sessions per module, depending on the size and needs of the oblast. Each team of trainers led the two-day sessions with a maximum of 30 participants in each session. The BCTP supplied an overhead projector, flip chart stand, paper and other supplies to each Coordinator, and paid for lodging, meals and certificates. The oblast and raion finance departments covered the trainees' transportation costs. (The equipment loaned to the Oblast Coordinators will eventually be transferred to them, through the Ministry of Finance, on a permanent basis.)

To encourage the trainees to participate more fully in developing a better understanding of the Budget Code, at the end of the training sessions in *Introduction to the Budget Code of Ukraine*, the participants submitted problematic questions and proposals as to the implementation and improvement of the Budget Code to the Ministry of Finance. These questions and the Ministry's answers were then published in the manual for Module #2. In addition, during the final session of the TOT for *Local Budget Execution...*, the trainees presented their teams' solutions to what they perceived to be as the major problems in inter-budgetary relations and the inter-budgetary transfers. A synopsis of these recommendations was given to the Head of the Budget Department and the Budget Committee of the Verkhovna Rada.

During the month or so training was taking place in each module, the BCTP, FAO and SEFR staff monitored the training, after which they submitted their reports. USAID staff and, during Module #3 training, MFU staff also did some monitoring. The training in most oblasts was monitored twice, and all oblasts and Kyiv, except the city of Sevastopol, were monitored at least once.

The information from the evaluation forms for Module #1 proved not to be very useful. Therefore, the replacement Budget Code Training Program Advisor revised the monitoring and evaluation forms (both for TOT and the training in the regions). Given the fact that there were a total of over 6,000 forms to analyze and report on, staff from the Kiev International Institute of Sociology were hired to assist in this process. The information from these forms proved to be an invaluable resource for: learning about the quality of the training, the materials, the trainers, etc.; making the necessary improvements; and determining the quantitative and qualitative results of the training. They also formed the basis for bonuses for the trainers that had been rated as excellent in the relevant categories (17 in all).

Using BCTP forms, after training in the regions in each module, the Oblast Coordinators also reported on the number of trainees, their place of employment, age, sex, etc.

Additional Activities and Materials

The BCTP's close collaboration with the Budget Department of the MFU also enabled the staff to provide some technical assistance, thereby continuing to support budget reforms and engaging the MFU in a participatory process. By working with a new work group for each module, and with key staff in the MFU, the BCTP staff developed a draft "Procedure for the Transfer of Subventions for Expenditures on Privileges and Subsidies to the Population" and a draft "Procedure for the Funding of Expenditures of the Local Budgets for Social Protection Programs at the Cost of Subventions from the State Budget." These drafts were finalized, approved by the MFU after the training, and issued as Resolutions by the Cabinet of Ministers.

On a more modest level, various forms and instructions were also finalized with the assistance of the BCTP team.

To develop additional training capacity and to promote training in the Budget Code of finance officials and others who were unable to participate in the ten month BCTP:

- CD-ROMs were also professionally developed and distributed. The CD-ROM contained selected portions of the Training of Trainers' video footage from Modules #1 - #3, the complete versions of all three manuals, and a glossary. It was distributed to: the Oblast Coordinators, a few State Treasury and State Control and Auditing Department officials, 290 universities and 50 major libraries throughout Ukraine, 28 Regional Offices of the Association of Ukrainian Cities, several USAID and UNDP contractors, finance

- departments in the 171 oblast significant cities, the Ministry of Finance and the line ministries, the Budget Committee of the Verkhovna Rada, and USAID;
- Trainers associated with the USAID-funded U.S.-Ukraine Community Partnerships Program for Local Government Training and Education (CPP) and the UNDP-funded Center for Municipal Management participated in the Training of Trainers sessions for Modules #2 and #3 and Module #3, respectively. In addition, these organizations received electronic copies of all three modules. CPP and the Center primarily train local government officials, appointed and elected.
- Four professors from the major branches of the Ukrainian Academy of Public Administration also attended the TOT in Module #3, and were sent electronic copies of the Modules #1- #3.
- BCTP trainers and trainees were encouraged to use the manuals, transparencies and other materials to provide in-service training to their colleagues.

At the request of the Oblast Coordinators, the BCTP also produced 12,000 copies of the Budget Code which were distributed to key finance officials throughout Ukraine who did not have a copy. The monitors of the training noted that all the trainees brought these copies to the training sessions.

To continue to support intergovernmental budget and fiscal reform and to develop staff capacities, the BCTP also supported requests from the Social Protection Unit and the Territorial Budgets Division in the MFU to fund and assist with two seminars. The April seminar was on “Specifics of Funding Expenditures on Social Protection and Social Maintenance of Citizens according to the Budget Code of Ukraine”, and the one on “Improvement of the Allocation of the Amount of Transfers Based on Expenditures” was held in June. In total, 88 staff attended these seminars from throughout Ukraine, and the respective finance departments paid their transportation costs.

In addition, at the request of the Budget Department of the MFU, the BCTP developed a publication entitled, *Budget Process in Ukraine: a Digest of Legal and Regulatory Documents*. All the documents included in the 300-page *Digest* were grouped according to the key budget execution stages and eight topical sub-groups, each containing the respective laws and regulations. A detailed index for the user’s convenience was also developed by the Head of the Local Finance Unit for the Union of Leaders of Regional and Local Governments and was included. Anticipating the usefulness of this *Digest*, 2,200 copies will be distributed, with three copies for every financial body in Ukraine.

Major Achievements of the Budget Code Training Program¹

Number of officials trained (including gender and place of employment)

1. For the first training module, *Introduction to the Budget Code of Ukraine*, 3,220 budget and finance officials throughout Ukraine participated. Of these, 86% were women. Forty-seven percent came from the raion finance departments, 27% from the finance departments of oblast significant cities, 17% from the oblast finance departments, and the remainder from key spending units and others.
2. Training in the second module, *Local Budget Formulation in Accordance with the Budget Code of Ukraine*, resulted in 3,174 completing the training. Of these budget and finance officials, 1,008 (32%) were new trainees (some from the State Treasury and the State Control and Audit Department (SCAD)). Eighty-seven percent of these trainees were

¹ Attached to this Report are graphic representations of some of these major results.

- women. Forty-two percent were from the raion finance departments, 25% from the oblast significant cities' finance departments, 18% from the oblast finance departments, 12% from the key spending units, and 3% from the State Treasury and SCAD.
3. *Local Budget Execution According to the Budget Code of Ukraine* was the third module, and 3,186 were trained. Of these officials, 649 were new trainees. In total, 86% were women. The percentage breakdown in terms of place of employment was much the same, with 46%, 22%, 17%, 9% and 6%, respectively.
 4. The BCTP staff and trainers urged the trainees to train their colleagues who were unable to take advantage of the training. The manuals, transparencies, etc. were also designed for this purpose. As we learned that some in-service training was taking place, we sent reporting forms to the Oblast Coordinators and urged them to fill them out. The results were indeed impressive. At their own initiative and with their own funding, but using BCTP manuals and materials, the BCTP trainees conducted on-the-job training during 2,250 separate training events for 73,541 of their colleagues, and this training is ongoing in each oblast. As has been the case in the other training sessions, the majority of the trainees were women (78%) and 22% were men. Eight oblasts trained as many as 8,201 to 5,243 officials; seven oblasts reported training from 3,993 to 2,301, and so on. Well over 80% of the training was provided by the finance departments of the raions and oblast significant cities.
 5. The BCTP-trained Community Partnerships Program (CPP) trainers also reported that 175 local government administrators and elected officials were trained at three of the CPP Regional Training Centers. A large number of the trainees (159) were local officials and accountants from the local radas of cities of raion significance, villages and settlements. Seventy-seven percent were women and 23% men.

Therefore, in total, there were 9,580 participants in the Budget Code Training Program. By eliminating the number of officials who were trained in more than one module, there were 4,877. In terms of the non-BCTP funded training that was held using BCTP manuals and materials, there were 73,541 officials who received training from their work colleagues, primarily in the oblast significant cities and raions, and 175 officials from the BCTP-trained Community Partnerships Program trainers, for a total of 73,716.

Quality and Usefulness of the Training

As noted above, the reports of the monitors and the evaluations of the trainees were used extensively to determine the quality of the training, the materials and the trainers. And based on this feedback, improvements were made in the succeeding modules. Some of the most important qualitative results were:

1. For the *Local Budget Formulation* training, 55% of the trainees rated the “practical application of the knowledge and skills” as “good” and 42% believed it to be “excellent.” The “contents of the training materials” were seen by 56% of the trainees as “excellent,” and 42% as “good,” and 66% scored the “overall quality of the course” as “excellent,” with 34% rating it as “good.” On a scale of 1-5 with 5 being “excellent,” the professional skills of the finance trainers were rated at 4.87 (87%), with the methodology trainers coming in at 4.84 (84%).
2. As a result of the collaborative efforts between the BCTP staff and the Module #2 work group, two Procedures were drafted for inclusion in the training manual. These Procedures were subsequently finalized, approved by the Ministry of Finance and issued as Resolutions by the Cabinet of Ministers.

3. The average scores from over 2,840 forms pertaining to the training in *Local Budget Execution* clearly indicated considerable improvements in key categories: 50% of the trainees rated the “practical application of the knowledge and skills” as “excellent” (compared to 42% for Module #2) and 45% as “good;” the “contents of the training materials” were seen by 67% of the trainees as “excellent” (versus the previous 56%), and 33% as “good;” and 77% (compared to 66%) scored the “overall quality of the course” as “excellent,” with 23% rating it as “good.” The scores of the trainers increased as well: the professional skills of the finance trainers were up to 93% (versus 87%) and the methodology trainers were close behind with a 92% (compared to a previous 84%).

The Budget Code Training Program staff were quite pleased about the large numbers of finance officials who were trained in the major provisions of the Budget Code, and about the excellent qualitative results overall. However, the crux of any training program is, and one of the Budget Code Training Program’s goals was... whether the trainees actually use, and use accurately, their new knowledge and skills. This proved to be the most difficult indicator to monitor and prove.

In numerous meetings and discussions with our key counterparts in the Ministry of Finance, we were told time and again how successful the BCTP was, and that testimonials were being received, for a time, on an almost daily basis from finance officials in the regions. In addition, both the State Secretary of the Ministry of Finance and the Head of the Territorial Budgets Division pointed out several times that the fact that all the local budgets (except those from Crimea) had been submitted in what was a very short time period, under the requirements of a new Budget Code, and were subsequently approved by the Ministry proved the efficacy of the Budget Code Training Program. Some also believe that the Budget Code Training Program contributed to the fact that in the first six months of 2002, the average level of budget execution was 49% (i.e. 1% from the target). The Heads of the Oblast Finance Departments also told project staff that they could see a definite improvement in budget formulation and execution.

However, an even better indicator would have been based on reviewing the adherence to a particular instruction and/or form with a sample of budget documents submitted by local finance officials to the Ministry, or by using a checklist to determine compliance with major provisions of the Budget Code. But, in spite of several requests along these lines, we were not able to reach any agreement to do so.

Conclusion

Summary

In summary, the Budget Code Training Program followed the original principles and goals that were set at the beginning of the activity:

- In various ways intergovernmental budget and fiscal reform continued to be supported and perhaps contributed to the lack of serious obstacles in the Verkhovna Rada to continuing budget reforms in 2002;
- The collaborative efforts of the trainers, trainees, representatives of the Ministry of Finance, State Treasury and the State Control and Auditing Department, and work group members not only resulted in sustainable staff and training capacities, and improved communication, but furthered the common vision and commitment of these Ukrainians to economic policy reform.
- The maximum number of local finance officials were trained within the budget constraints. In addition, the deliberate inclusion of other trainers and professors in the

Training of Trainers' sessions and the strong encouragements to trainees to provide training to their colleagues led to results that exceeded our expectations.

- The observations of the trainers and monitors led to the conclusion that the trainees understood the major provisions of the Budget Code and, based on the training, could use the innovative approaches and analytical skills in their work.

However, it could not be determined whether the trainees properly implemented what they had learned, and whether they developed more effective and efficient budgets. Certainly the public statements from high ranking officials in the Ministry of Finance led us to believe that this was the case, but we were unable to prove it.

Lessons Learned

- The high quality of the manuals was due to a very knowledgeable and experienced staff member, who was also greatly respected by the Ministry of Finance, and particularly by the Budget Department of the Ministry. (Note: this staff person was subsequently hired by the Ministry as the Deputy Head of the Budget Department.)
- But even with his expertise and easy access to the Ministry, the manuals often took longer to draft than originally anticipated.
- As politely as possible, we had to stick to our guns when the Ministry's "schedule" for the Budget Code Training Program was far shorter than ours and would have seriously compromised the quality of the training materials.
- One of the strengths of the BCTP was the fact that Ukrainians were training Ukrainians in the TOT sessions, and they, in turn, were training the officials. The ex-pats, throughout the BCTP, were in the background, advising, drafting, editing, etc.
- The cycle of constant feedback, re-evaluation and subsequent improvements increased the quality of the trainers, the manuals and supporting materials, the training, etc. For instance, the TOT evaluations by the trainees showed that our changes had resulted in specific improvements in the subsequent TOT sessions, the third manual was the one about which we received the most compliments, from both the technical and methodological points of view, and, as noted above, the evaluation scores in key categories in Module #3 were higher than in Module #2.
- The monitoring of the training was a very important component, one welcomed by the Oblast Coordinators and very beneficial in terms of assessing the quality of the training. For example, when determining which trainers should receive bonuses, we often found that the expertise and objectivity of the monitors were essential.
- The team approach, with a professional trainer paired with a finance expert, worked quite well, for both the trainers and trainees. As a result, the quality of the training was quite good and often, on the basis of post-tests, we learned that the methodology trainers became fine finance experts, and on the basis of the trainees' evaluation forms and the monitors' reporting forms, the finance experts became excellent trainers.
- Our efforts to involve finance officials at all levels in work groups, roundtable discussions, team problem solving, seminars on important topics, posing of written questions for the Ministry, etc. proved very beneficial, both for the Ministry and the officials.
- From the very beginning, the BCTP Advisor insisted that the Ministry contribute in-kind costs and services. After an initial reluctance, it became an accepted fact, even when the BCTP funded unexpected requests from the Ministry (such as the two seminars).

- By consistently using a competitive procurement process for individual services, costs were kept low, resulting in budget savings that were then used to fund items on our and the Ministry's wish lists.
- But it was also very important to discuss any new ideas with the Ministry and USAID to get their feedback and support.
- USAID's support increased for the BCTP in direct proportion as to how often we kept them informed of our successes and results.
- It proved to be very advantageous to be part of a larger project from which we could pull different technical staff to assist us when needed.